

THE WHITE HOUSE  
Washington

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

SUBJECT: Improving Federal Reporting and Reducing  
Related Paperwork

Since my inauguration, I have repeatedly stressed the need to streamline the management activities of the executive branch. As an important part of this effort, I am requesting all agencies and departments to participate in a Government-wide project to analyze paperwork requirements and discard those reports that fail to meet rigorous standards of need. In addition, we must examine our information control system and develop efficient alternatives to traditional reporting methods.

I have therefore established two goals for fiscal year 1971:

- (1) A reduction of five million man-hours in the time expended by the public in filling out administrative forms and inquiries under the Federal Reports Act.
- (2) A reduction of 200 million dollars in executive branch funds expended for reporting and related paperwork.

The Office of Management and Budget has issued instructions to you implementing this project. Mr. Kunzig, Administrator, General Services Administration, will assume the lead in coordinating this project.

I expect all of you to give this effort your full support and to report your accomplishments to me by the end of fiscal year 1971.

/s/ Richard Nixon

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET  
WASHINGTON, D.C. 20503

June 17, 1970

CIRCULAR NO. A-44  
Revised  
Transmittal Memorandum No. 1

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Government-wide study to improve Federal reporting and  
reduce related paperwork

1. Purpose. A major element of the Government-wide management improvement program, as described in Bureau of the Budget Circular No. A-44, Revised (February 16, 1970), paragraph 7, is the periodic selection of common operational areas for Government-wide study. This Transmittal Memorandum sets forth the policy and procedures to be followed by departments and agencies for conducting the first of these--a Government-wide study to improve Federal reporting and reduce related paperwork. The study will involve three types of reporting: public, interagency, and internal reporting.

Attachment A describes in detail the responsibilities assigned and the actions required in conducting the study. The Bureau of the Budget, with the assistance of the General Services Administration, will provide project direction and coordination for this study.

2. Coverage and effective date. This Transmittal Memorandum applies to all departments and agencies and is effective immediately.

ROBERT P. MAYO  
Director

Attachments

(No. A-44)

ATTACHMENT A  
Circular No. A-44  
Revised  
Transmittal Memorandum No. 1

GOVERNMENT-WIDE STUDY TO IMPROVE REPORTING AND REDUCE RELATED PAPERWORK

1. Objectives of the study. The objectives of this study are to improve reporting, reduce related paperwork, and eliminate unjustified reporting requirements and associated reporting systems. The specific Government-wide goals are:

- A reduction of five million man-hours in the time expended by the public in filling out administrative forms and inquiries which are subject to clearance under the Federal Reports Act (44 U.S.C. 3501-3511).
- A \$200 million reduction in funds expended by the executive branch for reporting and related paperwork.

2. Definitions. For the purposes of this study, the following definitions will be utilized:

- a. Reporting system. All systems for the processing of documents or transmissions of data which are used to set goals, fix priorities, schedule operations, allocate resources, measure results, provide information, and improve efficiency. Systems include all related reports, forms, records, directives, instructions, and processing and collection techniques, whether mechanical or manual.
- b. Report. Any documents or transmission of data on a recurring, regular, or periodic basis. Reports may be in narrative, tabular, graphic, questionnaire, punched card, tape, or other forms.
- c. Public reporting. Any reporting required by the Federal Government from State and local governments, businesses, or individuals which is subject to the provisions of the Federal Reports Act. This definition is limited to administrative forms and inquiries filled out by the public, and excludes statistical public reporting requirements.
- d. Interagency reporting. Any reporting which is required by one executive department or agency having statutory or administrative authority to require reports from one or more other departments and agencies.
- e. Internal reporting. Any reporting which is required by and prepared within the same department or agency. Significant internal reports are those which are utilized throughout or draw information from a major organizational element of a department or agency, or

those reports which are submitted by field activities and offices to the headquarters of a department or agency.

f. Project Director. The top management official designated by the head of each department or agency to be responsible for this study within his department or agency.

g. Reports identification. The process whereby a department or agency Project Director determines the individual reporting systems and reports within the agency and establishes a base line of dollars and man-hours associated with each. The base line information is to be used in measuring cost effectiveness and projecting improvement goals.

h. Reports justification. The process whereby a department or agency Project Director reviews a reporting system and its component parts, and finds that it provides necessary information and is operating in a technically acceptable manner. Justification responsibility may not be delegated.

i. Reports certification. The process whereby a department or agency head certifies a reports justification as valid. Certification responsibility may not be delegated below the Assistant Secretary level or its equivalent.

j. Reports cancellation. The process whereby a department or agency terminates a reporting system or some of its component parts.

3. Scope of the study. The study will include:

a. review of public, interagency, and significant internal reporting requirements,

b. review of organization, functions, and resources utilized for reporting systems and reports management and the recommendation of improvements,

c. research and development studies to formulate future plans for reporting systems and related paperwork, and

d. review of Government-wide statistical public reporting to evaluate requirements for economic and social statistics.

4. Responsibilities.

a. Departments and agencies. Each department and agency will:

(1) Identify the public, interagency, and significant internal

reporting systems for which it has responsibility, and determine the current annual cost of these systems.

(2) Establish goals of the annual dollar and man-hour savings to be achieved from a review of these reporting requirements during the period of January 1, 1970, to June 30, 1971.

(3) Submit to the Bureau of the Budget the results of this identification process and agency goals in the format specified in Exhibit 1. This will be submitted as an attachment to the annual management improvement report due on September 30, 1970, in accordance with Circular No. A-44 Revised (February 16, 1970).

(4) Review the public, interagency, and significant internal reporting systems for which it has responsibility to:

- (a) eliminate unnecessary and uneconomical reports and reporting systems,
- (b) consolidate and shorten reports,
- (c) reduce the number of report copies,
- (d) simplify the collection of data and the processing of reports,
- (e) improve the quality and usefulness of the data being submitted, and
- (f) reduce reporting requirements.

(5) Justify and certify public, interagency, and significant internal reporting systems for which it has responsibility. Reports not required by statute which cannot be justified and certified will be cancelled. Unnecessary statutory reporting requirements will be submitted together with proposed corrective legislation to the Bureau of the Budget with the annual management improvement report due on September 30, 1971.

(6) Submit to the Bureau of the Budget the results, in terms of actual achievement of goals, of the agency review and its justification, certification, or cancellation process. This will be submitted in the format specified in Exhibit 1, as an attachment to the annual management improvement report due on September 30, 1971. Agencies participating in the Federal Assistance Review program shall include in their estimates of man-hours and dollar savings those achieved under that program.

(7) Submit information on continuing progress concerning

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reporting and related paperwork improvements in the management effectiveness section of annual management improvement reports (See paragraph 3, and Attachment A, Circular No. A-44 Revised, February 16, 1970).

b. Bureau of the Budget. The Bureau of the Budget will:

(1) Establish an Interagency Steering Group, consisting of top level administrative personnel from the General Services Administration and four other agencies to advise on the general direction for this study. The Interagency Steering Group will appoint a task force to conduct a study of the adequacy of the organization, functions, and resources for reporting systems and reports management in the departments and agencies. The Steering Group will transmit the findings and recommendations resulting from this study to the Bureau of the Budget by September 30, 1971.

(2) Issue, at the conclusion of the Steering Group study, revised Government-wide guidelines for the organization, functions, and resources for reporting systems and reports management.

(3) Initiate a study to develop alternatives to traditional reporting and paperwork methods together with a research plan outlining mechanisms to attain these goals through basic conceptual and/or technological innovations.

(4) Initiate a study to evaluate statistical public reporting requirements. This study will evaluate statistical reporting requirements in the light of current needs for economic and social statistics as a basis for decisions.

c. General Services Administration. The General Services Administration will serve as the chairing agency of the Interagency Steering Group and will:

(1) Designate a Study Project Director who will monitor project progress and coordinate project technical activities.

(2) Provide overall technical assistance through conferences, visual aids, instructional material, and practical techniques (e.g., workshops, case studies, etc.), beginning with the conduct of a study kickoff orientation session.

(3) Provide consultant services to departments and agencies, as requested.

(4) Prepare study findings, recommendations, and achievements for publication by the Bureau of the Budget in an "Executive Management Bulletin".

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5. Department and agency action. Within ten working days following issuance of this Transmittal Memorandum, the head of each department and agency will designate a top management official as Project Director to be responsible for this study within the department or agency. Project Directors of Cabinet level departments and other large agencies should appoint subordinate project directors for each second level organization within such departments and agencies. Each department or agency Project Director will:

a. Notify the Bureau of the Budget (telephone 395-4850) of his selection and indicate his official title and telephone number.

b. Provide leadership and coordinate activities related to this study within his department or agency, including the establishment of a plan of action for conducting the study.

c. Direct the timely preparation of submissions required by this Transmittal Memorandum in accordance with procedures specified in Bureau of the Budget Circular No. A-44 Revised (February 16, 1970).

EXHIBIT 1  
Circular No. A-44  
Revised  
Transmittal Memorandum No. 1

Submittal on Government-wide Study to Improve  
Federal Reporting and Reduce Related Paperwork

SUBMITTED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

Reporting Category	Base Period (As of 1-1-70)	Savings Goal (Due 9-30-70)	Actual Savings (Due 9-30-71)
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Public Reporting:

Number of reports	_____	_____	_____ 1/ 2/
Cost of reporting	_____ (Man-Hours)	_____ (Man-Hours)	_____ (Man-Hours)

Interagency Reporting:

Number of reports	_____	_____	_____ 2/
Cost of reporting	\$ _____	\$ _____	\$ _____

Internal Reporting:

Number of reports	_____	_____	_____ 2/
Cost of reporting	\$ _____	\$ _____	\$ _____

1/ Attach listing of public reports showing by BOB report identification number those public reports that have been justified and certified, and those public reports that have been cancelled. Public report cancellations will be effected in accordance with procedures specified in Bureau of the Budget Circular No. A-40 (May 25, 1962), as amended by Transmittal Memorandum No. 1 (February 12, 1968).

2/ Attach listing of unnecessary statutory reporting requirements and draft of proposed corrective legislation.

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